

TANGIBLE RESULT #1

Provide Exceptional Customer Service



Every MDOT employee is responsible for delivering exceptional customer service by providing customers with respectful, timely and knowledgeable responses to all inquiries and interactions.

RESULT DRIVER:

Leslie Dews

Motor Vehicle Administration (MVA)

Provide Exceptional Customer Service

TANGIBLE RESULT DRIVER:

Leslie Dews

Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:

Sean Adgerson

Maryland Transit Administration (MTA)

PURPOSE OF MEASURE:

To track MDOT's progress towards its mission of providing exceptional customer service.

FREQUENCY:

Annually (in February)

DATA COLLECTION METHODOLOGY:

Data is collected through a standardized survey of randomly selected Marylanders.

NATIONAL BENCHMARK:

N/A

PERFORMANCE MEASURE 1.1

Percent of Overall Customer Satisfaction

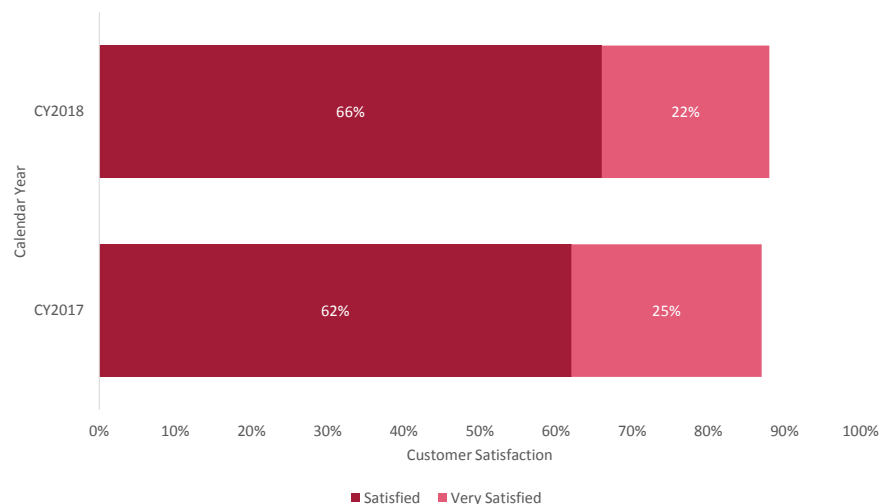
Maryland residents expect MDOT will deliver exceptional services and products. Measuring our percent of overall customer satisfaction is the best way to determine if we are delivering exceptional customer service. It also identifies areas of strength, opportunity, and weakness that should be addressed.

From August of 2018 through October of 2018, a survey was conducted by the Schaefer Center for Public Policy at the University of Baltimore to gauge the satisfaction with and opinions of MDOT services across the State. A little over 800 Marylanders over the age of 18 participated in the telephone survey.

The results of the survey revealed that 88 percent of Marylanders are satisfied with the services received from MDOT. This represents a 1 percent improvement over 2017's results and continues the positive trend in MDOT's overall customer satisfaction rating.

In addition to the overall customer satisfaction results, we were able to obtain more information on the MDOT services that matter the most to Marylanders. We were able to obtain feedback related to how they feel MDOT is doing with how our employees interact with them, how safe they feel on the highway system, how we are doing with data security, how robust are our online services, and how well are we doing with the use of innovative technologies.

Chart 1.1.1: Overall MDOT Customer Satisfaction Rating CY2018



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PERFORMANCE MEASURE 1.1

Percent of Overall Customer Satisfaction

Chart 1.1.2: Overall Customer Satisfaction with Phone Contact MDOT-Wide CY2018

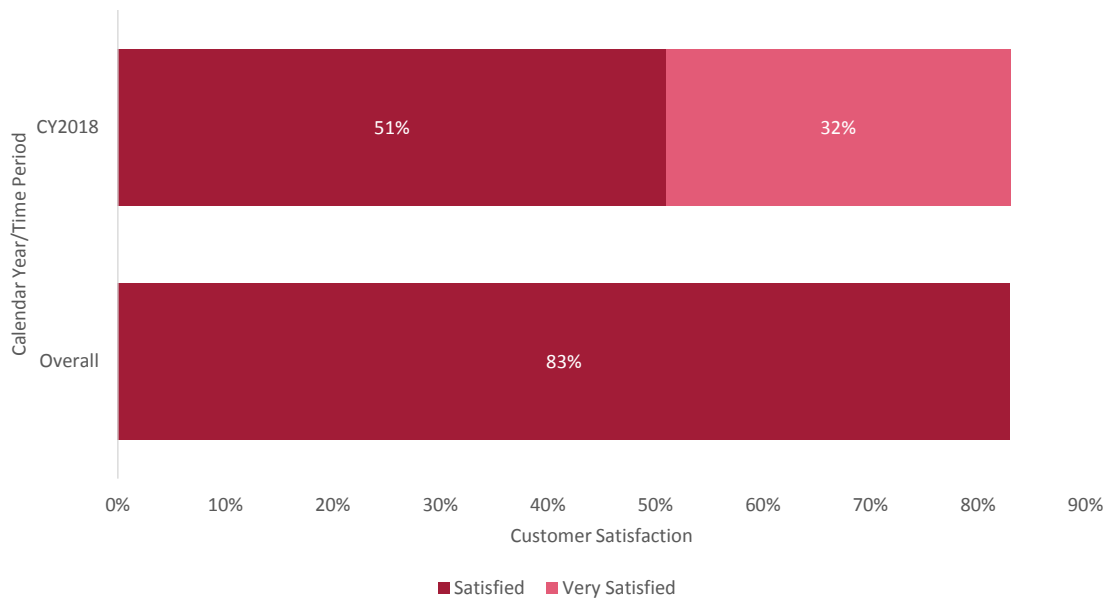
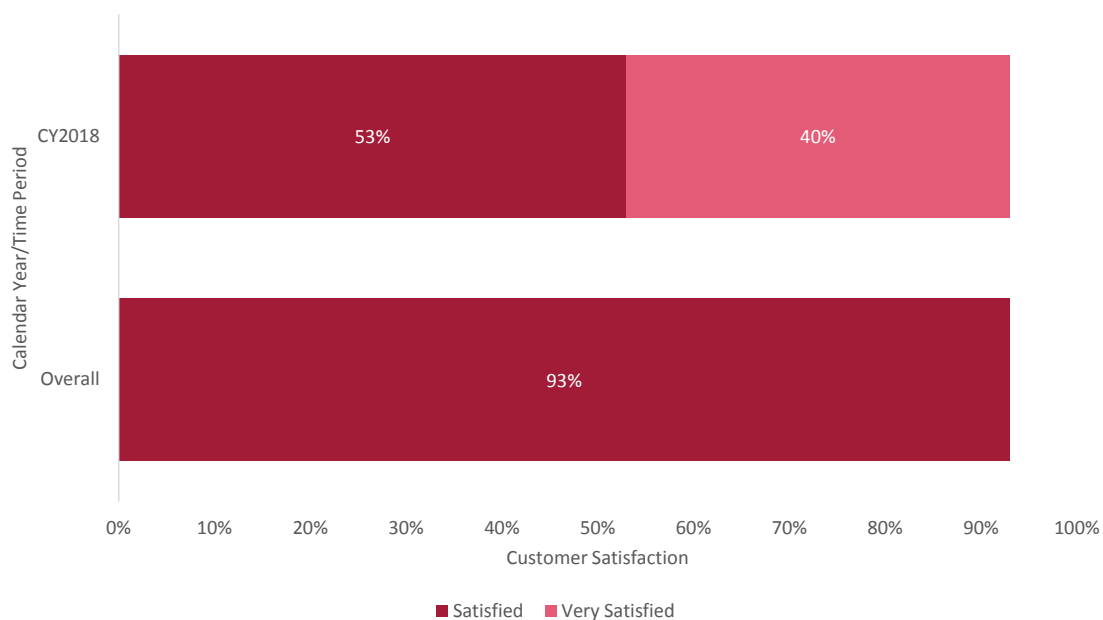


Chart 1.1.3: Overall Customer Satisfaction with Online Services MDOT-Wide CY2018



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TANGIBLE RESULT DRIVER:

Leslie Dews
Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:

Trey Hanna
Maryland Aviation Administration (MAA)

PURPOSE OF MEASURE:

To track responsiveness to customer inquiries.

FREQUENCY:

Quarterly (Data is Monthly)

DATA COLLECTION METHODOLOGY:

MDOT IQ system.

NATIONAL BENCHMARK:

30 days (MDOT established benchmark).

PERFORMANCE MEASURE 1.2A

Responsiveness to MDOT Customer Correspondence: Average Number of Days for Correspondence in the MDOT IQ System

Timely responses to customer correspondence communicates the importance MDOT places on addressing customer needs and demonstrates the organization's commitment to exceptional customer service. Inquiries, service requests, ideas, and concerns conveyed in customer correspondence often identify opportunities to improve the overall customer experience and satisfaction with MDOT.

This measure identifies MDOT's performance in responding to letters from customers sent directly to the Governor's Office. For the period of October 1, 2018 through December 31, 2018, MDOT closed 577 responses to customer correspondence assigned by the Governor's Office. The average number of days for MDOT response was 27 days compared to 35 days in Q4 2017. Total volume increased by 10 letters from Q4 2017 to Q4 2018.

Several variables have a role in determining MDOT response time to customer correspondence. While some responses to customers can be easily researched and turned around quickly, other letters involving legislative issues, proposed projects, studies, or other complicated concerns can impact the required approvals and turnaround times. MDOT processed 3,095 letters referred by the Governor's Office for CY2018 compared to only 2,379 letters in CY2017.

MDOT has invested in both people and training to improve response times and addressed the increased volume. MDOT will continue to invest where needed to ensure employees are responsive to all customers. Improvements include identifying training needs and providing one-on-one training where needed, working with MDOT leaders to address specific issues impacting turnaround times within the TBUs, and coordinating with the Governor's Office for writing responses.

MDOT is developing and testing an online training module designed to improve writing quality and adherence to correspondence guidelines for all employees and contractors. This training, combined with the annual correspondence meeting, illustrates MDOT's commitment to enhance management standards and best practices.

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PERFORMANCE MEASURE 1.2A

Responsiveness to MDOT Customer Correspondence: Average Number of Days for Correspondence in the MDOT IQ System

Chart 1.2A.1: Average Number of Days to Respond to Correspondence in MDOT IQ System by TBU Q4 CY2017-CY2018

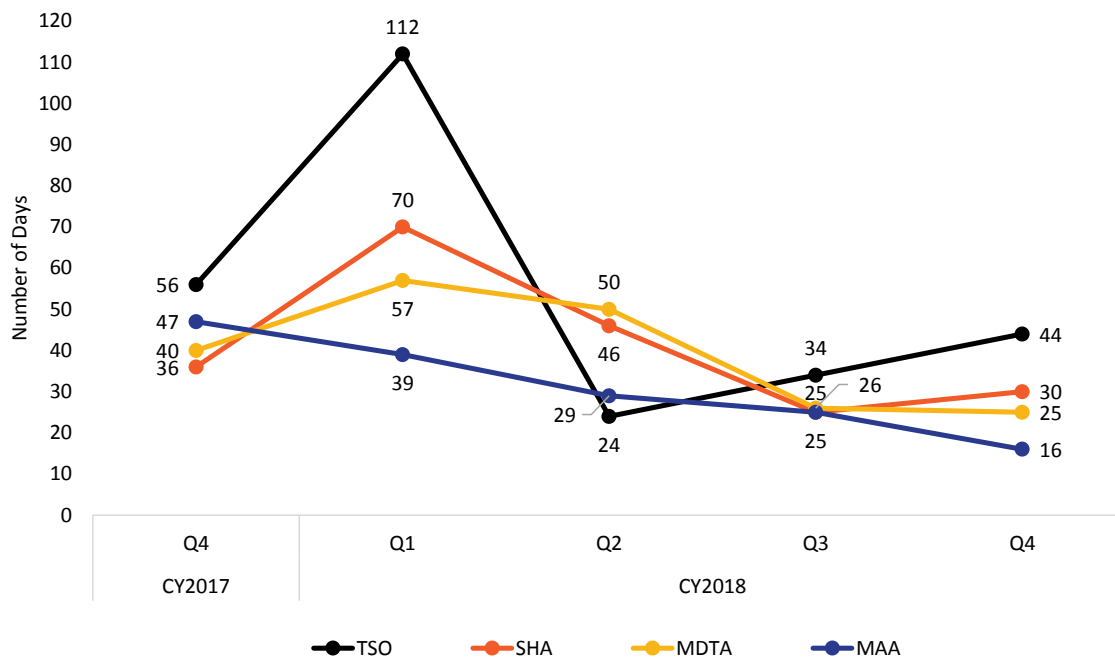
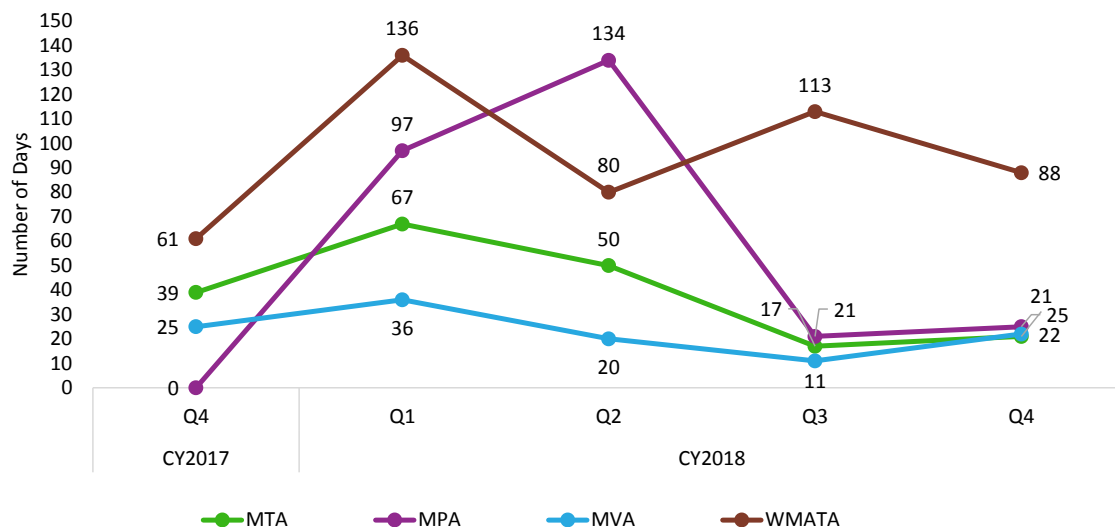


Chart 1.2A.2: Average Number of Days to Respond to Correspondence in MDOT IQ System by TBU Q4 CY2017-CY2018

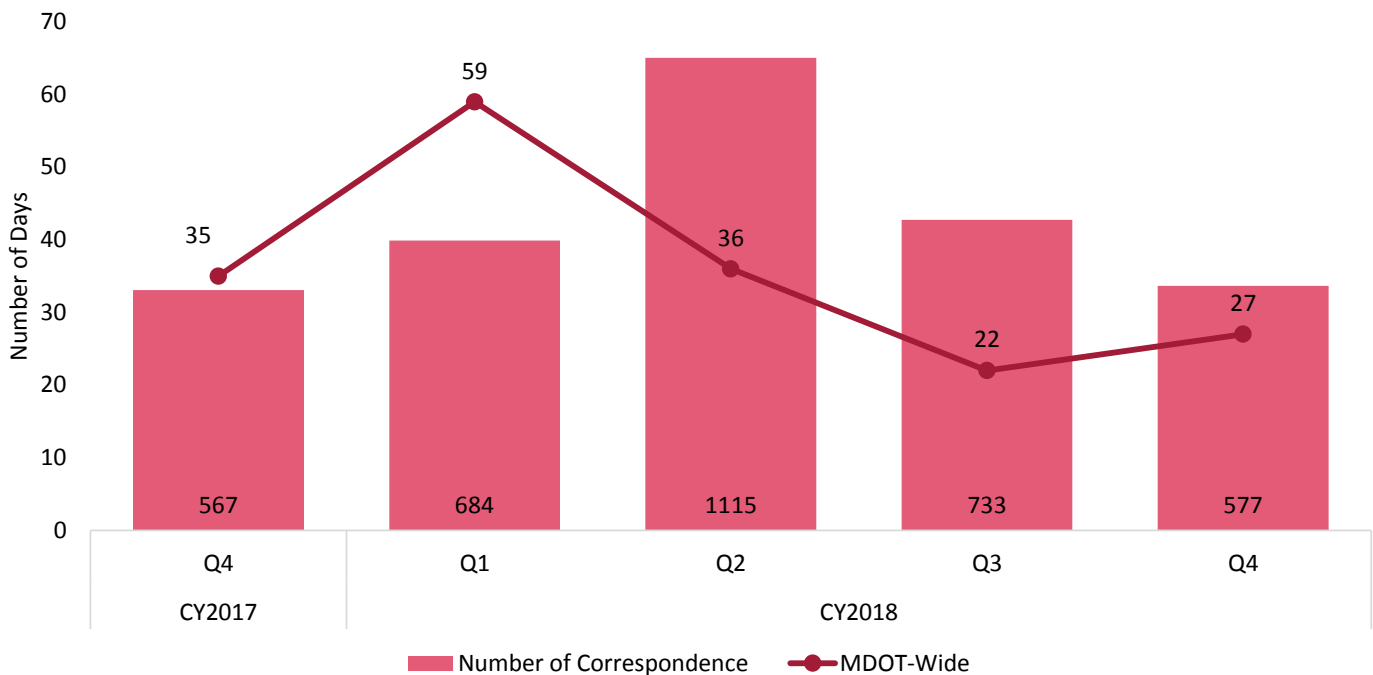


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PERFORMANCE MEASURE 1.2A

Responsiveness to MDOT Customer Correspondence: Average Number of Days for Correspondence in the MDOT IQ System

Chart 1.2A.3: Average Number of Days to Respond to Correspondence in MDOT IQ System MDOT-Wide Q4 CY2017-CY2018



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TANGIBLE RESULT DRIVER:

Leslie Dews

Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:

John Timmins

Maryland Port Administration (MPA)

PURPOSE OF MEASURE:

To track the rate of the responsiveness to direct customer contact.

FREQUENCY:

Quarterly (Data is Monthly)

DATA COLLECTION METHODOLOGY:

Database metrics provided by TBUs.

NATIONAL BENCHMARK:

N/A

PERFORMANCE MEASURE 1.2B

Responsiveness to MDOT Customer Correspondence: Percent of Customer Contact Responded to within 24 hours (One Business Day)

MDOT customers interact directly with TBUs in many ways (e.g., phone, email, letters, social media, etc.) and each have an expectation for the response time. Regardless of the contact method, MDOT is committed to ensuring a rapid and accurate response to customer inquiries, requests and issues. As such, MDOT intends to respond to customers within one business day regardless of their method of communication.

The establishment of a standard of 24 hours/one business day for response to all customer contact and achieving that goal demonstrates to customers the organization's commitment to exceptional customer service and ensures a workforce that is highly proficient in and knowledgeable about our business and focused on the needs of our customers.

The realization of this standard, while challenging given that TBUs currently use different systems for collection and reporting and have varying standards for response to customer contact, will set the organization on a sustainable path of exceptional customer service.

Analysis of existing systems, policies and procedures has been ongoing with the goal to have reportable data on customer contact from all TBUs.

For Q3 2018, MDOT was able to report on the performance of three TBUs (MVA, MTA and MDTA) related to this measure. The charts show MDOT performance in responding to customer contact within 24 hours related to phone calls, email/web contact and social media for January through September CY2018. For Q3 2018, 72 percent of telephone contacts, 66 percent of email/web contacts and 100 percent of social media contacts were responded to within 24 hours.

MDOT continues to work on both short-term and long-term solutions to develop a comprehensive approach for managing customer contact across all TBUs. The goal is to provide consistent, exceptional service to our customers in a manner that is responsive and timely. This work entails analysis of existing systems, policies and procedures and other barriers to the achievement of this measure.

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PERFORMANCE MEASURE 1.2B

Responsiveness to MDOT Customer Correspondence: Percent of Customer Contact Responded to within 24 hours (One Business Day)

Chart 1.2B.1: Percent of Customer Telephone Contacts Responded to within 24 Hours (One Business Day) CY2018

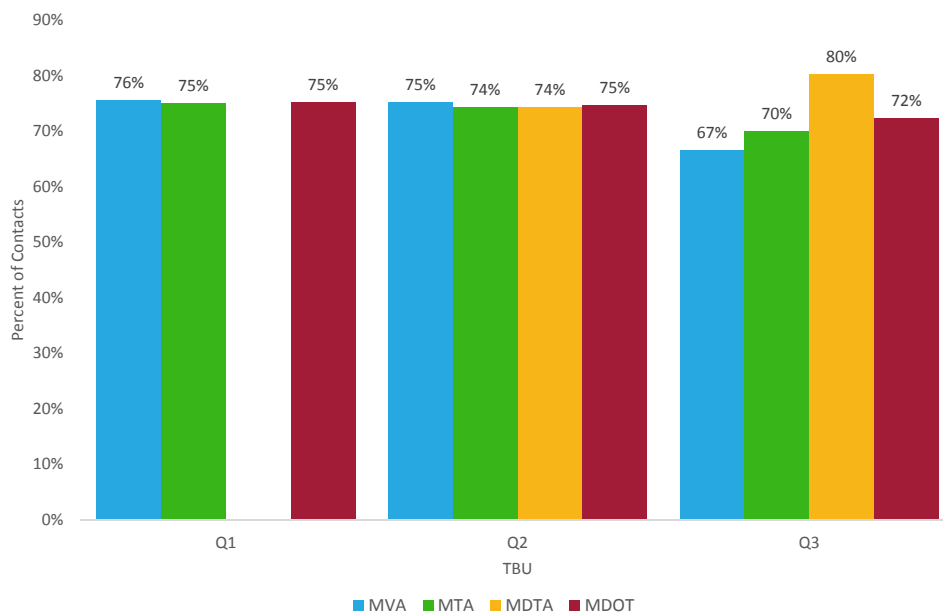
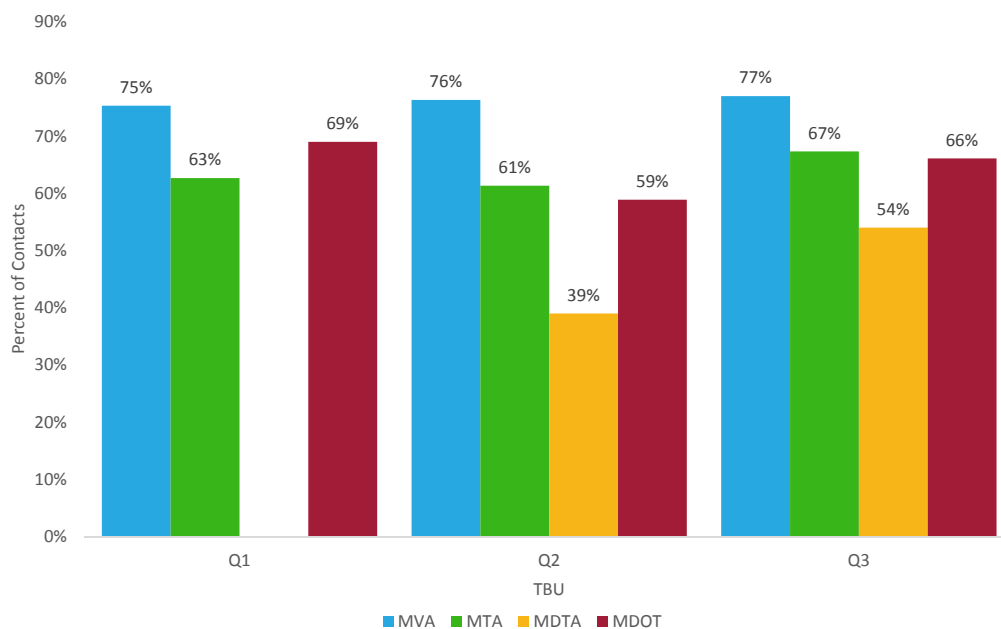


Chart 1.2B.2: Percent of Customer Email/Eweb Contacts Responded to within 24 Hours (One Business Day) CY2018

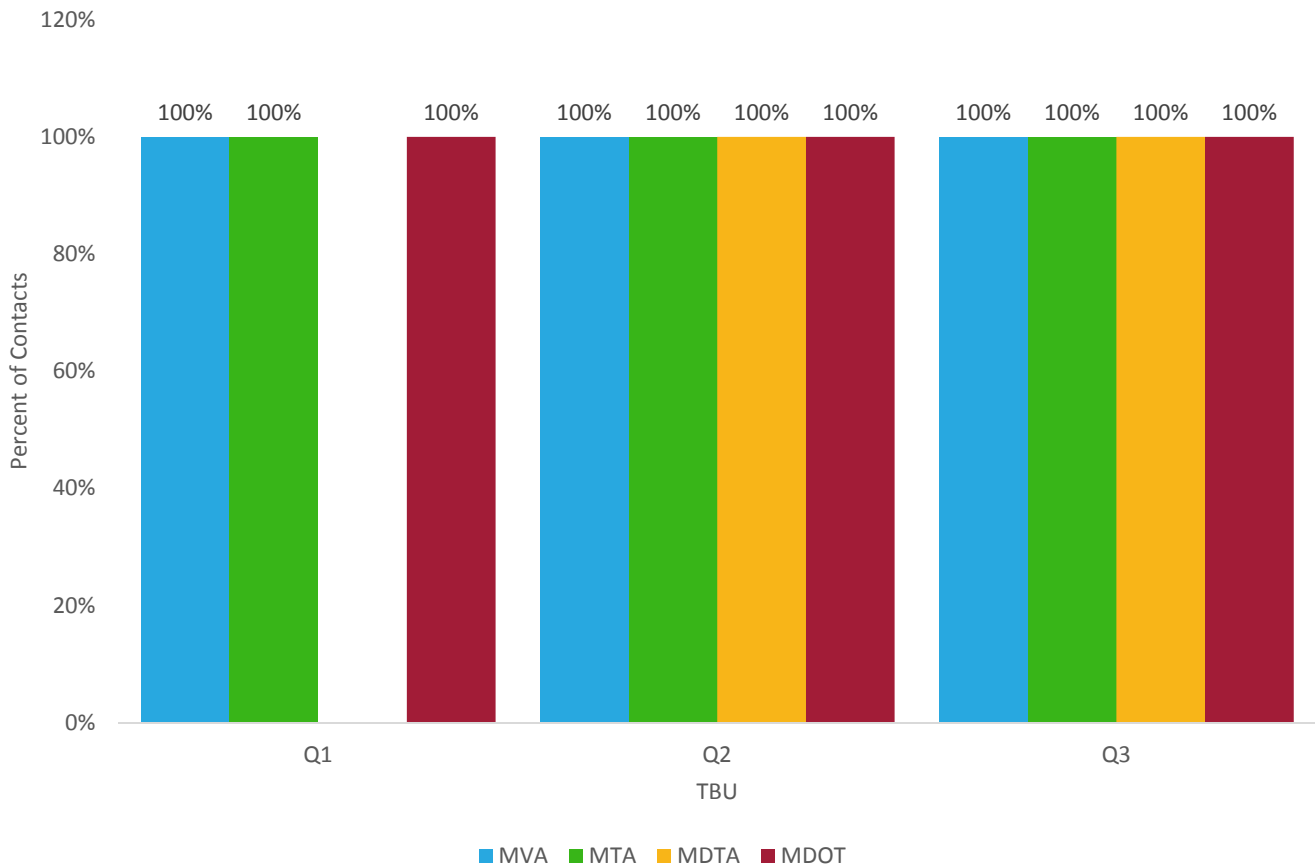


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PERFORMANCE MEASURE 1.2B

Responsiveness to MDOT Customer Correspondence: Percent of Customer Contact Responded to within 24 hours (One Business Day)

Chart 1.2B.3: Percent of Customer Social Media Contacts Responded to within 24 Hours (One Business Day) CY2018



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TANGIBLE RESULT DRIVER:

Leslie Dews

Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:

Darol Smith

Maryland Transportation Authority (MDTA)

PURPOSE OF MEASURE:

To identify the percentage of customers not connecting or speaking with call centers resulting from not receiving goods or services from MDOT.

FREQUENCY:

Quarterly

NATIONAL BENCHMARK:

Seven percent average sampled industry leader (no national industry standard available).

PERFORMANCE MEASURE 1.3A

Customer Satisfaction with Receiving Goods and Services: Percent of Abandoned Calls at Call Centers

Reducing the rate of abandoned calls to MDOT call centers will ensure that more customers reach MDOT to address their needs. The longer the time customers must wait before being connected to a call center agent, the higher the abandon rate. The inability of customers to connect with MDOT representatives negatively impacts their level of satisfaction with the goods and services received from the organization.

As shown in Chart 1.3A.1, for the period of October 1 – December 31, 2018, the abandonment rate was 9 percent, slightly higher than the benchmark of 7 percent. This is due largely to an increase at two TBUs. In comparison to previous years, the 9 percent in Q4 CY2018 is significantly higher than the 4 percent achieved in Q4 CY2017 but is equal to the 9 percent in Q4 in CY2016 and slightly lower than the 10 percent in CY2015.

Targeted process improvements and other changes are influencing the results at individual TBU call center operations. They are evaluated continuously to determine effectiveness and to ensure improvements in call center performance. Changes implemented to enhance the performance of MDOT call center operations include:

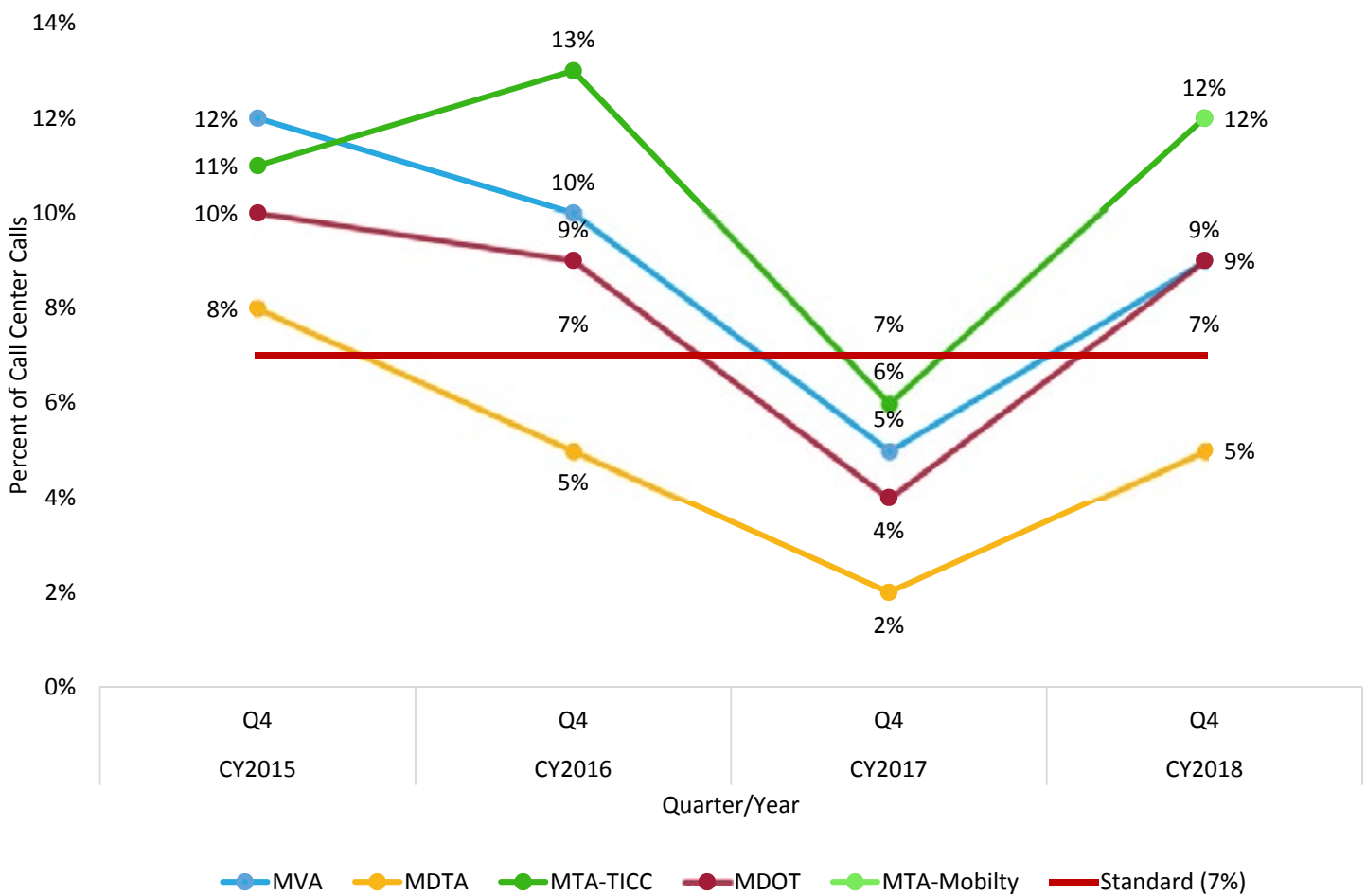
- Conducting biweekly meetings with call center representatives across TBUs to discuss issues and best practices.
- Continuing a triage process to reduce call wait times;
- Revamping Interactive Voice Response (IVRs) so that customers can reach agents or conduct phone transactions more rapidly; and
- Expanding hours.

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PERFORMANCE MEASURE 1.3A

Customer Satisfaction with Receiving Goods and Services: Percent of Abandoned Calls at Call Centers

Chart 1.3A.1: Percent Abandoned Calls at MDOT Call Centers in Q4 CY2015-CY2018

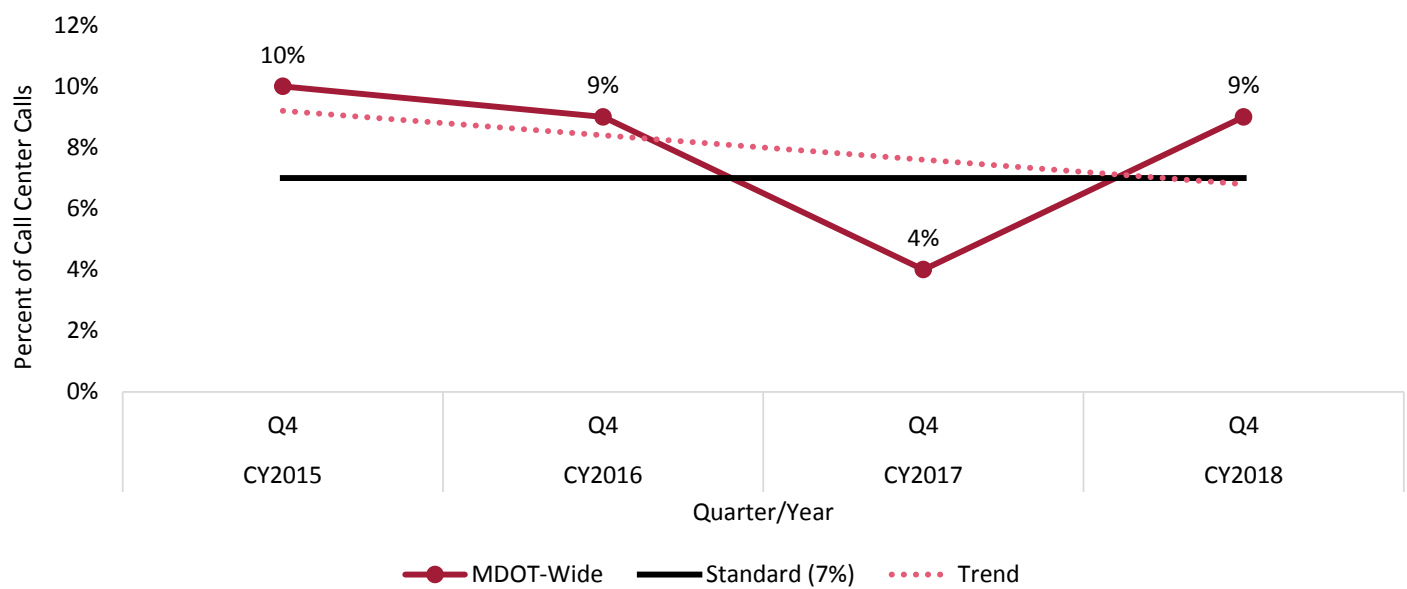


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PERFORMANCE MEASURE 1.3A

Customer Satisfaction with Receiving Goods and Services: Percent of Abandoned Calls at Call Centers

Chart 1.3A.2: MDOT-Wide Percent of Abandoned Calls at Call Centers vs. Call Center Volume in Q4 CY2015-CY2018



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TANGIBLE RESULT DRIVER:

Leslie Dews
Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:

Darol Smith
Maryland Transportation Authority (MDTA)

PURPOSE OF MEASURE:

To collect and evaluate the time it takes the average customer to wait before speaking with the call center to answer phone inquiries.

FREQUENCY:

Quarterly

DATA COLLECTION METHODOLOGY:

Database metrics provided by TBUs. Average amount of time caller waits.

NATIONAL BENCHMARK:

60 seconds average sampled industry leaders (no national industry standards available).

PERFORMANCE MEASURE 1.3B

Customer Satisfaction with Receiving Goods and Services: Average Call Wait Times at Call Centers

Providing consistent and responsive service to our customers is a top priority for MDOT. Reducing the time it takes for customers to reach MDOT call center representatives ensures customer needs are addressed more rapidly and increases their satisfaction with the support and overall customer service provided by MDOT. It can also identify areas of opportunity for improvement in call center operations.

The current performance result of 1:51 for Q4 CY2018 remains higher than the benchmark of 60 seconds, and higher than the 1:29 results for same period Q3 CY2018. MDOT's performance for CY2018 was 1:38, slightly higher than CY2017 results of 1:24 in this critical measure of customer service.

When evaluating the same four quarter results for CY2017 and CY2016, the average call wait time was 1:24 and 3:23 respectively versus 1:38 for CY2018.

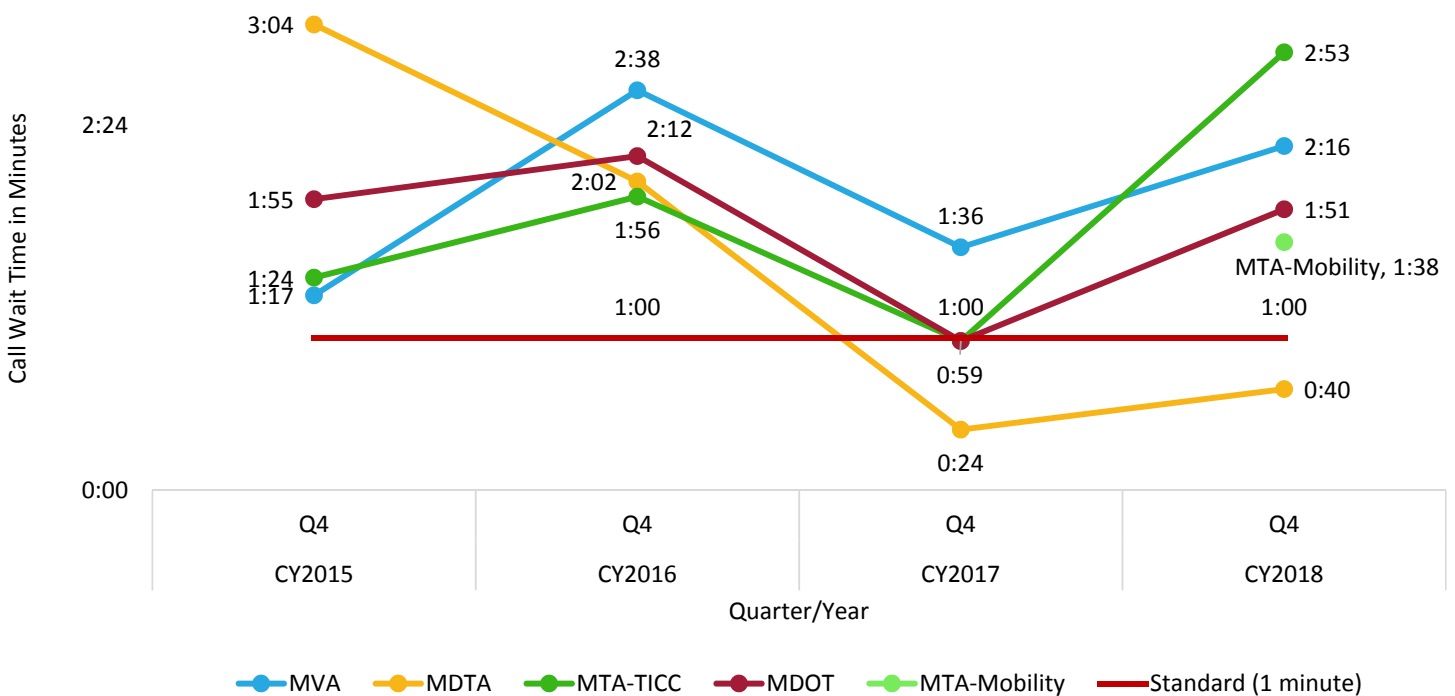
Targeted process improvements such as collaboration across TBU call centers, staff augmentation, adoption of best practices and other operational and technology changes are influencing the direction for MDOT call center operations.

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PERFORMANCE MEASURE 1.3B

Customer Satisfaction with Receiving Goods and Services: Average Call Wait Times at Call Centers

Chart 1.3B.1: Average Call Wait Times at MDOT Call Centers in Q4 CY2015-CY2018

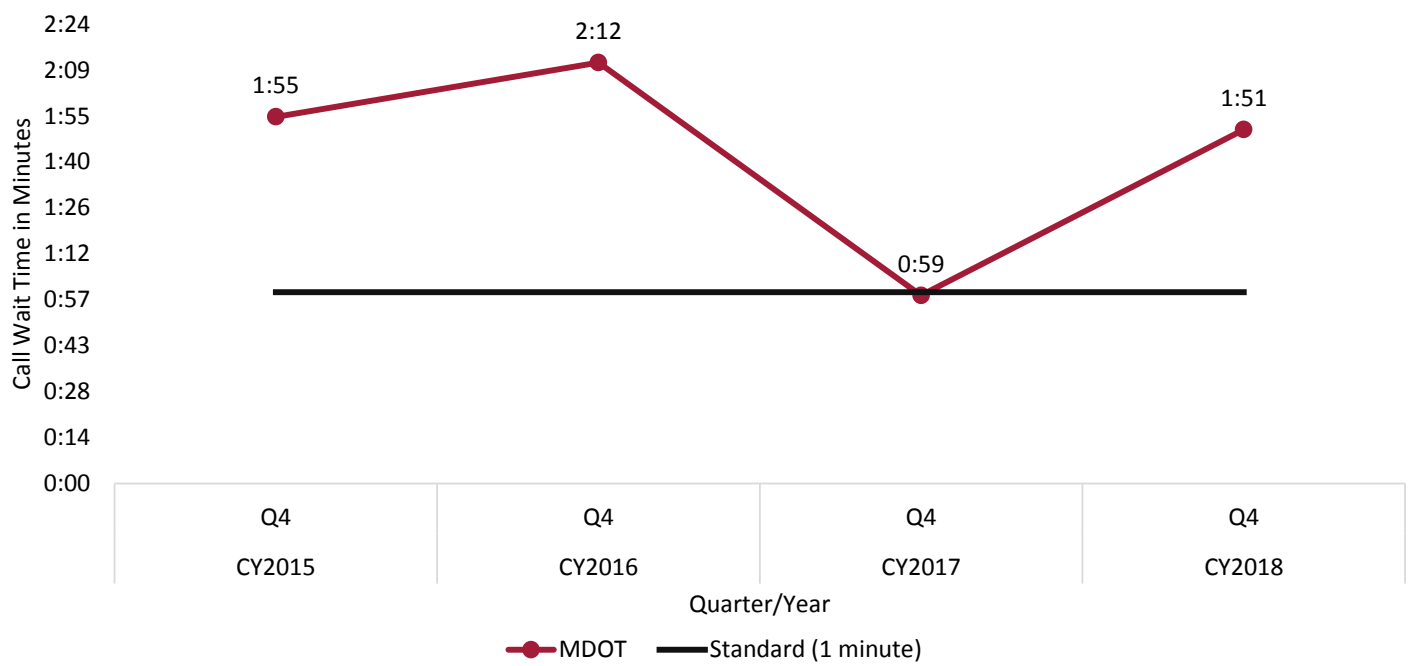


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PERFORMANCE MEASURE 1.3B

Customer Satisfaction with Receiving Goods and Services: Average Call Wait Times at Call Centers

Chart 1.3B.2: Average Call Wait Times at MDOT Call Centers MDOT-Wide in Q4 CY2015-CY2018



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TANGIBLE RESULT DRIVER:

Leslie Dews
Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:

Darol Smith
Maryland Transportation Authority (MDTA)

PURPOSE OF MEASURE:

To assess customer satisfaction with call centers in resolving call inquiries.

FREQUENCY:

Quarterly

DATA COLLECTION METHODOLOGY:

Phone survey of call center customers.

NATIONAL BENCHMARK:

82 percent average sampled industry leaders (no national industry standard available).

PERFORMANCE MEASURE 1.3C

Customer Satisfaction with Receiving Goods and Services: Level of Satisfaction with Resolving Call Inquiries at Call Centers

The level of satisfaction with resolving call inquiries is an indicator of whether MDOT is meeting customer expectations. MVA is currently the only call center that has a data collection mechanism for this performance measure.

As shown in Chart 1.3C.1, for Q4 CY2018, MVA achieved 82 percent average level of satisfaction with resolving call inquiries which is equal to the benchmark of 82 percent. The average level of satisfaction is lower in comparison to the same period in CY2017 where the average level of satisfaction was 89 percent and lower than the same period in CY2016 where the average level of satisfaction was 90 percent. CY2018 continues to track above or equal to the benchmark.

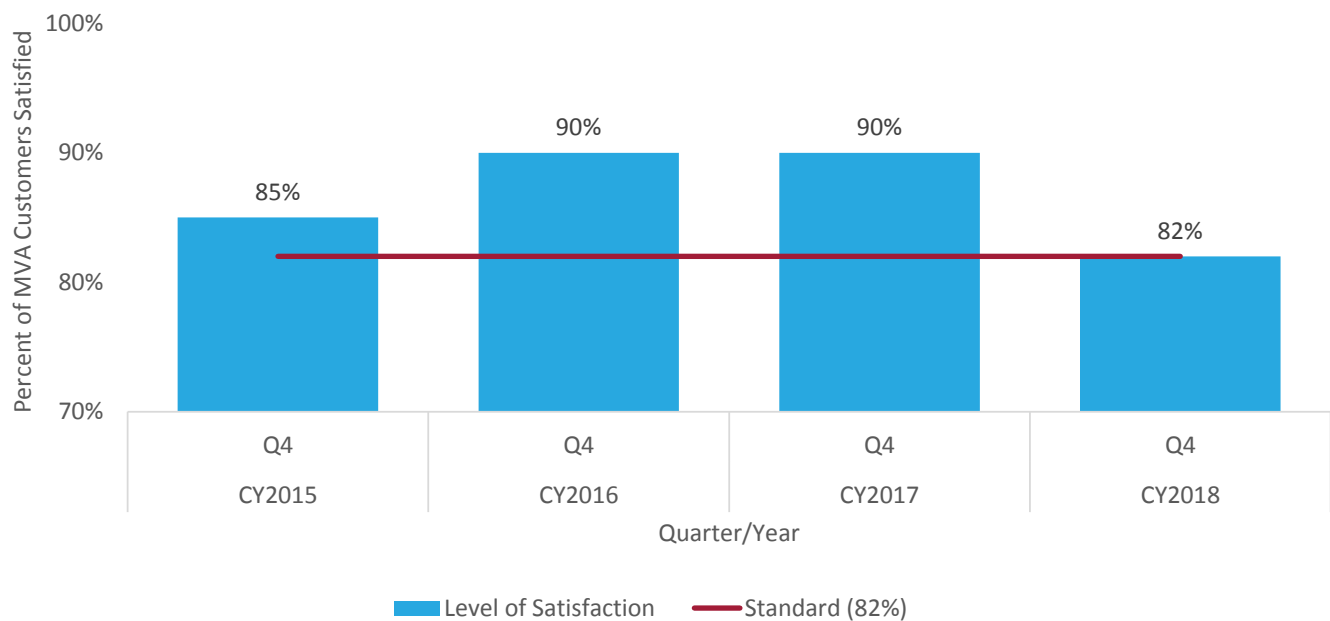
A focus on process improvement and other changes is influencing the positive results at MDOT call centers. We continue to work on a mechanism to capture customer satisfaction for all TBU call centers. Changes to the MVA call center to enhance customer service and performance include consolidating call center operations, expanding hours and implementing a call triage process to reduce call wait times.

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PERFORMANCE MEASURE 1.3C

Customer Satisfaction with Receiving Goods and Services: Level of Satisfaction with Resolving Call Inquiries at Call Centers

Chart 1.3C.1: Level of Satisfaction with Resolving MVA Call Inquiries in Q4 CY2015-CY2018



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TANGIBLE RESULT DRIVER:

Leslie Dews
Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:

Sabrina Bass
The Secretary's Office (TSO)

PURPOSE OF MEASURE:

To better determine how satisfied MDOT customers are when interacting with MDOT representatives.

FREQUENCY:

Annually (in February)

DATA COLLECTION METHODOLOGY:

Data was collected through a telephone survey conducted by the University of Baltimore.

NATIONAL BENCHMARK:

N/A

PERFORMANCE MEASURE 1.4

Customer Satisfaction with Interactions with MDOT Representatives

Ensuring that every customer contacting MDOT has access to knowledgeable, professional and courteous MDOT representatives improves the overall customer experience and builds trust in the organization and its products and services.

The Schaefer Center for Public Policy at the University of Baltimore conducted a survey to gauge the satisfaction with and opinions of MDOT services across the State. Chart 1.4.1 shows that for CY2018, 89 percent rated the thoroughness and accuracy of information provided by MDOT representatives as good or excellent, representing a 4 percent increase from CY2017. The survey also revealed that 83 percent of respondents believed MDOT personnel provided friendly and courteous service, an increase of 3 percent from CY2017. The survey also showed a 4 percent improvement in the timeliness in our services from CY2017 to CY2018 with 71 percent of respondents rating the speed of service provided as good or excellent.

MDOT continues to implement strategies to improve customer service. Each TBU has a customer service plan that includes mandatory customer service training for all employees, which aligns with the Governor's statewide customer service initiative. The results will be used to enhance training and improve customer service provided by MDOT representatives.

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PERFORMANCE MEASURE 1.4

Customer Satisfaction with Interactions with MDOT Representatives

Chart 1.4.1: Customer Satisfaction with MDOT Representatives - Friendliness or Courteousness of Staff CY2018

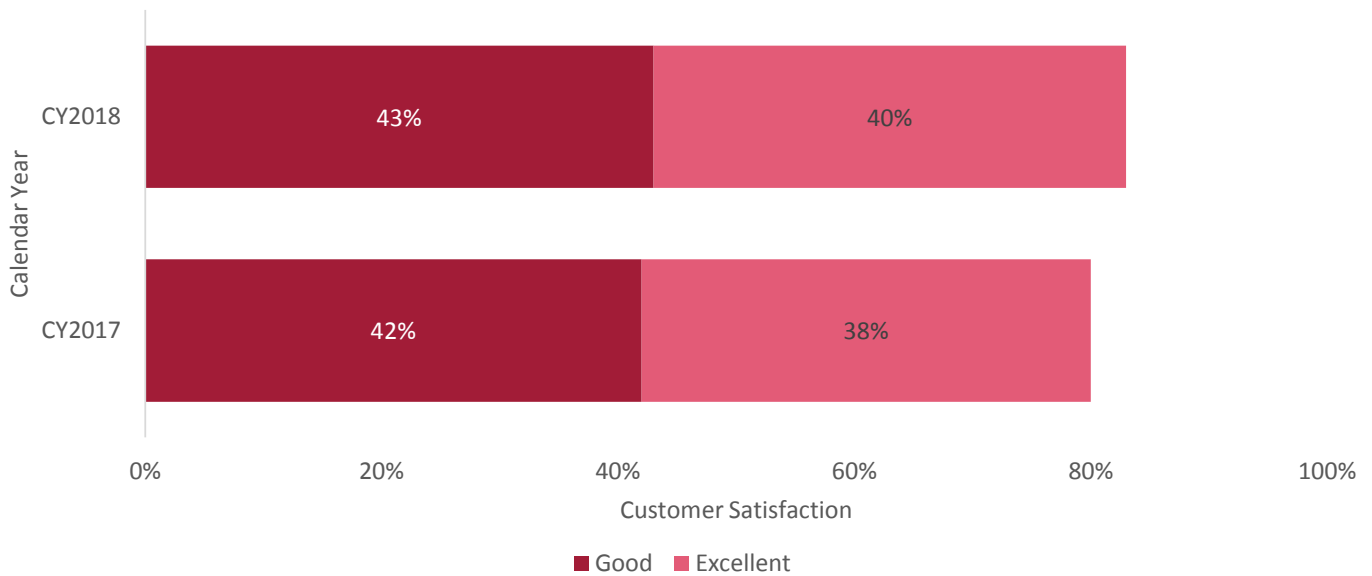
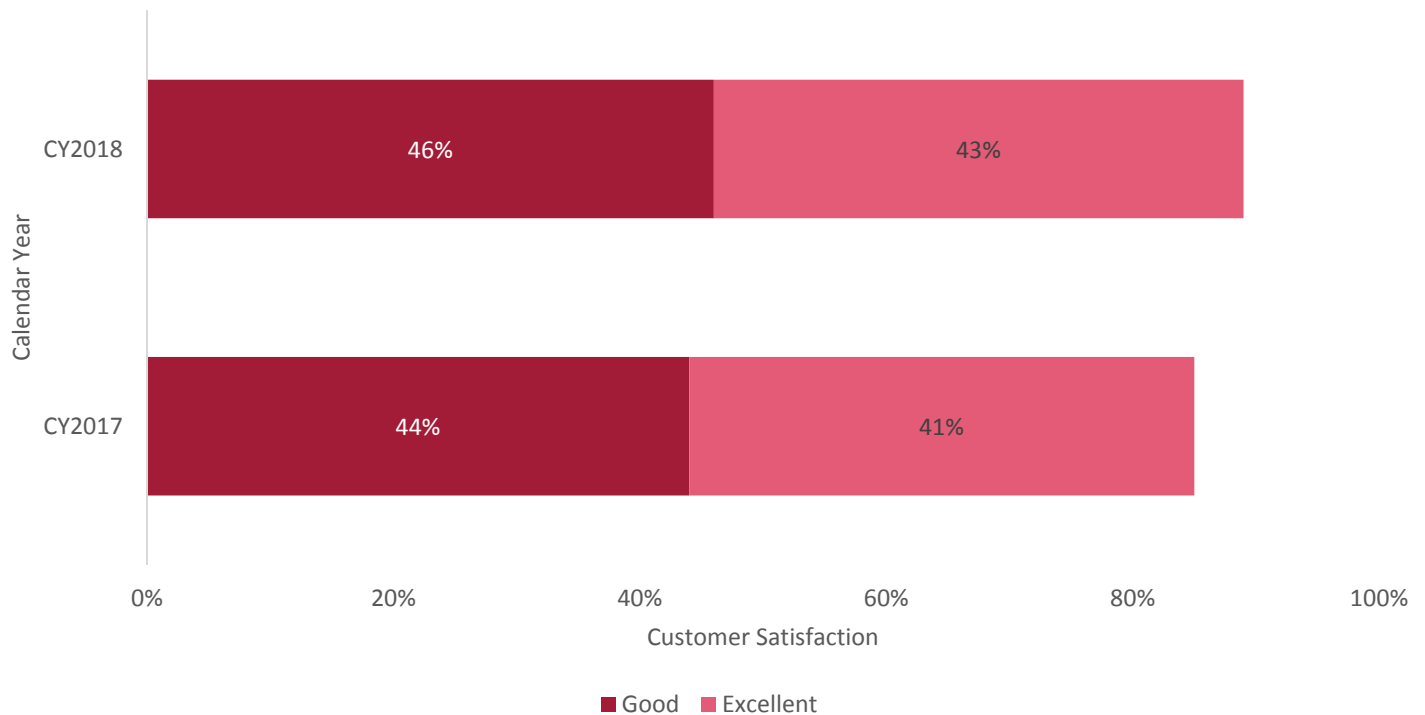


Chart 1.4.2: Customer Satisfaction with MDOT Thoroughness and Accuracy of Information or Service CY2018

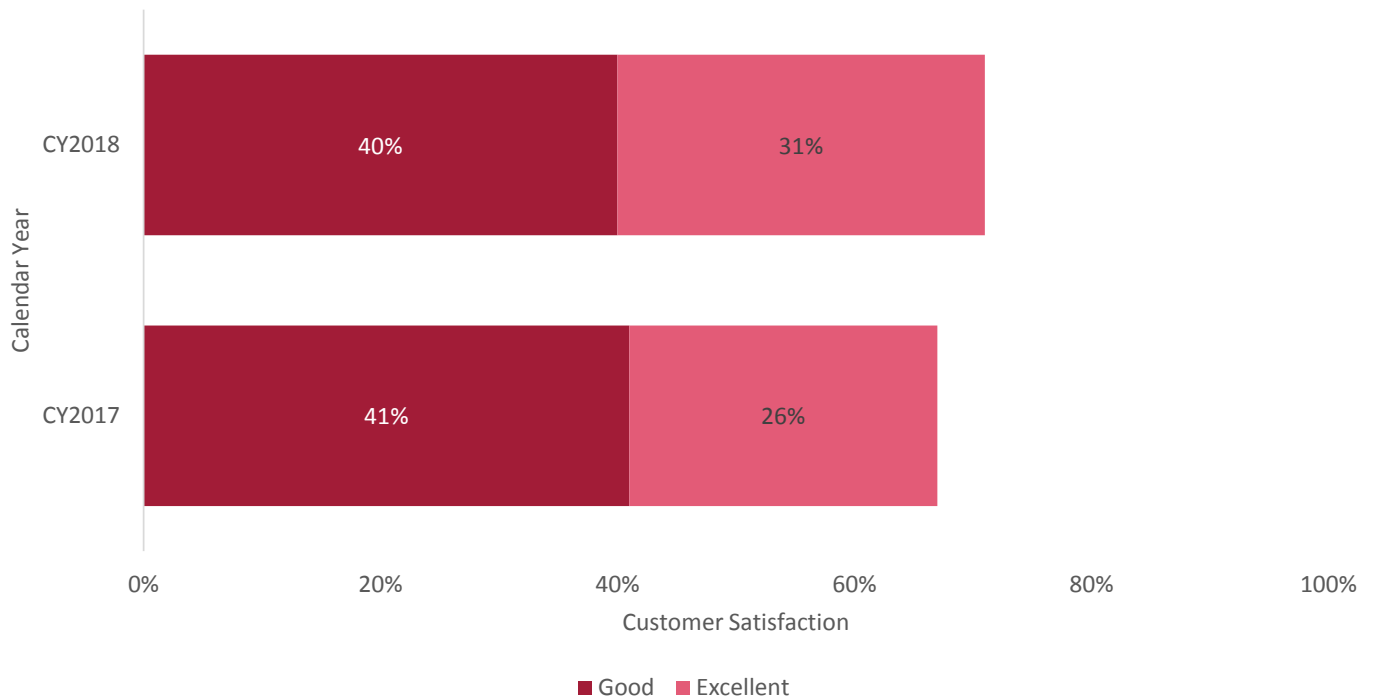


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PERFORMANCE MEASURE 1.4

Customer Satisfaction with Interactions with MDOT Representatives

Chart 1.4.3: Customer Satisfaction with MDOT - Timeliness or Speed of the Service Provided CY2018



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TANGIBLE RESULT DRIVER:

Leslie Dews

Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:

Lindsey Franey

State Highway Administration (SHA)

PURPOSE OF MEASURE:

To show how satisfied MDOT customers are when interacting with the website and the usefulness of the information.

FREQUENCY:

Annually (in April)

DATA COLLECTION METHODOLOGY:

On-line survey

NATIONAL BENCHMARK:

N/A

PERFORMANCE MEASURE 1.5A

Percent of Customers Who Felt MDOT Websites Met Their Needs

Customers expect 21st century interactions with MDOT. Improving the quality of MDOT websites ensures customers have access to information, can request services and process transactions at their convenience. This further enhances the level of customer service provided by the organization.

For CY2017, an MDOT survey was placed on each TBU website to gather feedback from customers regarding their satisfaction with MDOT websites. Results from the survey revealed that customer satisfaction on MDOT websites meeting their needs ranged from 30.5 percent to 61.5 percent.

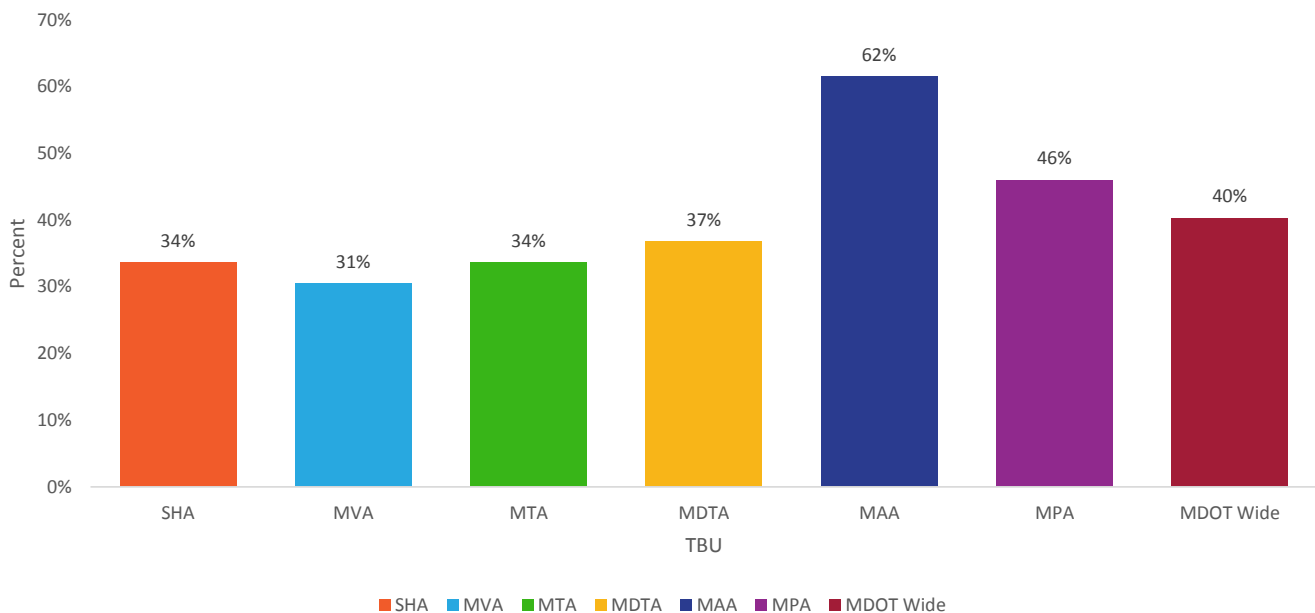
To ensure continuous improvement, representatives from each TBU met to discuss survey results and to develop strategies to ensure MDOT websites meet the needs of customers. The working team has reviewed survey data and implemented survey modifications to obtain more precise data. CY2017 survey results indicated that MDOT websites were difficult to navigate, not mobile device friendly, and that it was difficult to locate basic information such as contact information or hours of operations. Customers also expressed concerns about technical jargon, difficulty finding job notices and expressed that TBU websites are in general not user friendly. Each TBU is making strides to improve their websites, including adding functionality for mobile devices.

Provide Exceptional Customer Service

PERFORMANCE MEASURE 1.5A

Percent of Customers Who Felt MDOT Websites Met Their Needs

Chart 1.5A.1: Percent of Customers Who Felt MDOT Websites Met Their Needs CY2017



Provide Exceptional Customer Service

TANGIBLE RESULT DRIVER:

Leslie Dews

Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:

Lindsey Franey

State Highway Administration (SHA)

PURPOSE OF MEASURE:

To show how satisfied MDOT customers are when interacting with the website and usefulness of the information.

FREQUENCY:

Annually (in April)

DATA COLLECTION METHODOLOGY:

On-line Survey

NATIONAL BENCHMARK:

N/A

PERFORMANCE MEASURE 1.5B

Percent of Customers Who Felt that it was Easy to Find Desired Information on MDOT Websites

MDOT's considerable online presence enables customers to report and obtain information on our goods and services as well as process transactions. The quality of our websites is a key component in providing exceptional customer service. To improve customer satisfaction, websites must be structured, and information presented, in a way to ensure customers find what they want quickly.

Results of the CY2017 survey reveal that the percent of MDOT customers who felt that it was easy to find the information they were looking for on MDOT websites ranged from 31 percent to 60.9 percent. MDOT websites require improvement to ensure customers can easily retrieve desired information.

As mentioned previously, representatives from each TBU are working together to address survey feedback from customers and the identification of strategies to improve our websites, with focus on those issues the survey identified such as the challenge with navigation and finding basic information concerning MDOT operations. Recommendations for improvement from the working team will be shared across TBUs to ensure continuous improvement in MDOT websites.

Provide Exceptional Customer Service

PERFORMANCE MEASURE 1.5B

Percent of Customers Who Felt that it was Easy to Find Desired Information on MDOT Websites

Chart 1.5B.1: Percent of Customers Who Felt that it was Easy to Find Desired Information on MDOT Websites CY2017

